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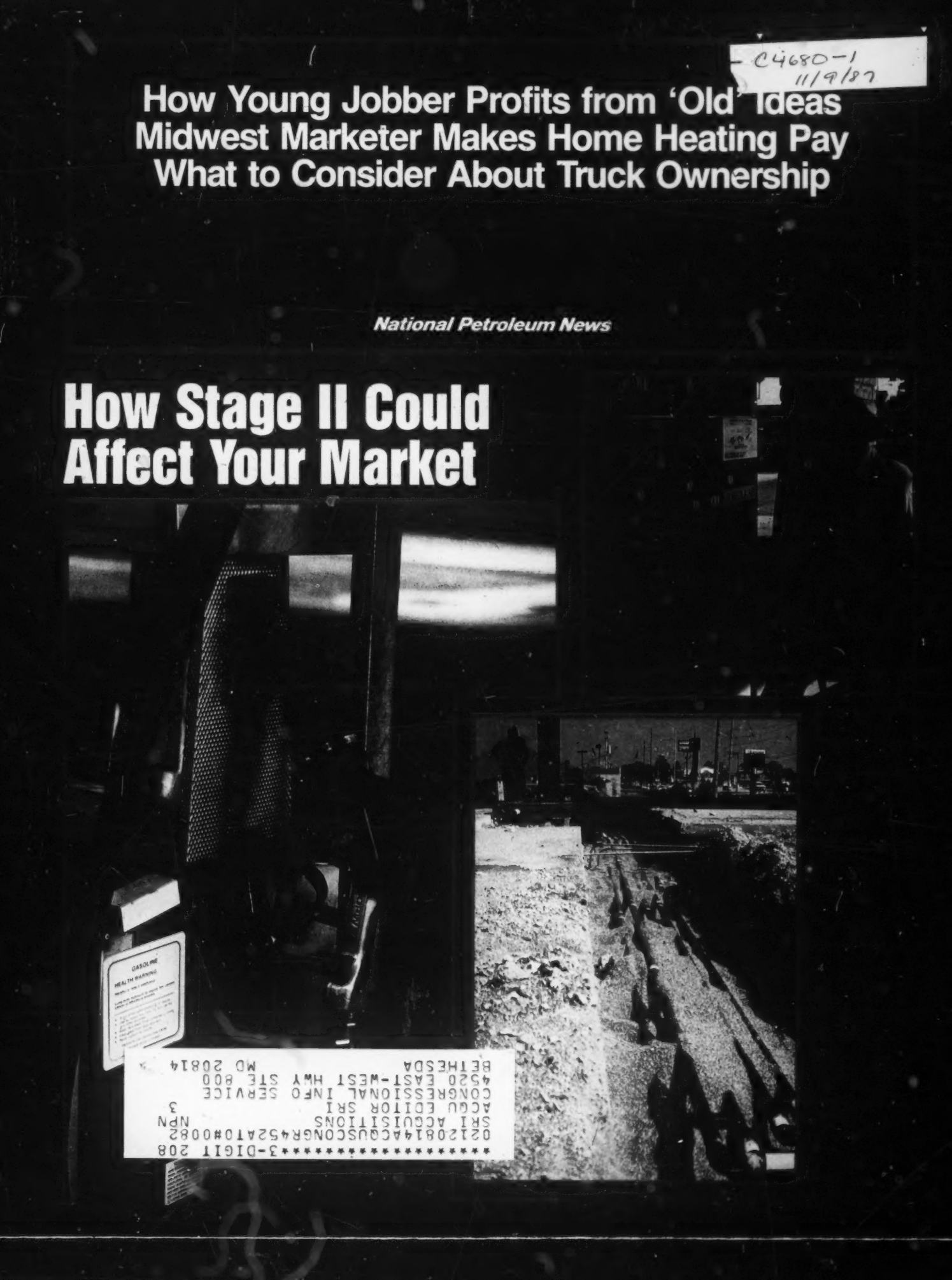
How Young Jobber Profits from 'Old' Ideas
Midwest Marketer Makes Home Heating Pay
What to Consider About Truck Ownership

National Petroleum News

How Stage II Could Affect Your Market



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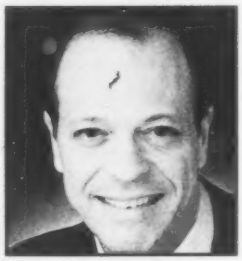

Editor's Viewpoint

The first editorial is the toughest for a new Editor because in relatively limited space he has to introduce himself to thousands of readers who knew and respected his predecessor.

Marvin Reid, now Editor Emeritus of *NPN*, made this a little easier for me in his last editorial by announcing his retirement and presenting me as the new Editor-in-Chief of the magazine. But it's really up to me to give you some insight into the person who is moving into Marvin's position and how it will affect *NPN*. The shortest, most straight forward way to do that is to simply say that my attitude toward *NPN* and the readers it serves is virtually identical to Marvin's. And this is the key factor, because the Editor of a successful publication is to a great extent bound by the traditional standards and purpose of that publication.

Marvin Reid spent more than 30 years with *NPN*, six of them as its Editor-in-Chief. He made significant contributions to the magazine and became, with good reason, a highly regarded figure in the industry. His knowledge and insight—as well as his own personality—had its effect on *NPN* and enhanced its reputation. He understood you and your businesses and the highly competitive market in which you operate. He respected you and liked you. All of which was reflected in this magazine.

Now, it's my turn. . .

. . .and I have some very large shoes to fill. Marvin and I are different men, so there may be some differences in this magazine. But you can make book that there will be a continuity of purpose and that I am as firmly committed as Marvin was to maintaining the editorial excellence and integrity characteristic of *NPN* since it was first published in 1909. There is a very simple test by which the Editors of *NPN* have determined what information will appear in the magazine: Does it serve our readers? If it does, we print it. If not, we don't. It's a formula I will continue to use.

I also intend to become involved with this industry and the people in it, gain greater understanding of issues and trends and how they will affect your businesses. Judging from my experience and the people I've met since joining *NPN* nine months ago, this will be one of the more enjoyable aspects of the job. In addition, I urge you to contact me with your opinions about what you read in *NPN* and to express your feelings about developments in the industry. Write or call and ask for me personally.

All of this, as with Marvin, will be reflected in *NPN*. And I hope that when my successor writes his first editorial, he too will feel he has some very large shoes to fill.

— Frank M. Victoria

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EPA is not pushing Stage II vapor recovery, but St. Louis marketers, and perhaps others, still face local mandates. **Page 36**

Cronin Oil is shooting for 25% of its local home heating oil market with an aggressive promotional program. **Page 56**

Young jobber Richard Jacobs is striking paydirt with older properties and "traditional" methods. **Page 62**

• TRENDS

Improvement Incentives Spread, with New Twists

The trend to jobber station improvement incentives has bandwagoned to the point that suppliers without such programs are the exception. To the list of 14 majors and independents already offering programs [NPN—Jun. p40], three more have climbed on board: Texaco, Marathon, and Getty.

Sun will begin a new image incentive program for DX jobbers in 1988, in addition to its existing plan for all of its jobbers. Some companies, including Fina and Getty, are reported to be going back to the drawing board to work out improvements and refinements.

Of the few dozen companies contacted for this update, only five say they have no station improvement programs: Ashland, Chevron, Kerr-McGee/Triangle, Tenneco, and Sinclair. Sinclair says it is close to coming out with one.

There are unconfirmed reports that at least one company is reconsidering its incentive rebates. But this appears to be an exception.

Texaco, the last of the majors to introduce an image program, came out with a relatively straightforward offer. "It's a very simple program. We like to keep things simple, very clear," says Gene McGraw, director of wholesale marketing.

Jobbers are eligible for 2¢ a gal. on new and razed-rebuilt stations payable over a period of three years. This is paid on up to 150,000 gal. monthly unless headquarters approves a higher limit.

On partial rehabilitations, an incentive of 0.5¢ a gal. is paid on sales increases, up to half of the actual cost. Upgrades must conform to Texaco's System 2000 standards. Jobbers must meet two conditions: They must purchase one-twelfth of their contract minimums per month, and they must be on electronic funds transfer (EFT). The latter requirement is not a hook to get jobbers on EFT, says a compay spokesman, because 98% are on it already. Rather is meant to facilitate computer handling of the program.

Marathon sets up an image improvement fund in which a jobber can earn credits by meeting certain sales goals: 0.25c a gal. on light product sales 75-100% of historic volume, which is sales during the year-earlier month; 1c a gal. on sales over 100%; 10¢ a gal. on oil and grease sales over historic volume; and 5% on dollars of TBA purchases over historic volume.

In January and February of the year following the year the credits are earned, a jobber submits invoices for reimbursement up to the amount of credits earned. Credits are not carried over to the following year.

Getty describes its station enhancement program as without frills and not intended to compete with the majors. A rebate of 0.25¢ a gal. is tied in with coop advertising: the money can be spent on station improvements up to $1,000 on each station, or coop advertising and merchandising, in any combination. The company picks up 60% of the coop expenditures.

Getty was already planning revisions. Mike Convey, wholesale manager, said the company wanted to make its program more like others.

Sun's new program for DX jobbers in the midcontinent is aimed at achieving conversion to the Sunoco brand. It provides 2¢ a gal. for two years for converting stations, up to a maximum of $19,500. The schedule is to convert in Tulsa and Oklahoma City in 1988 and in Iowa, Missouri, and rural Oklahoma in 1989.

To qualify, a station must sell more than 15,000 gal. a month, sell 93.5-octane "Ultra" gasoline, and agree to install blending pumps on a specified schedule. The schedule is two stations a year, or 20% of stations, whichever is greater, over five-years.

Fina said it was coming out with a new program. Earlier, it provided 0.5¢ a gal. on 80% of contract purchases, another 0.5¢ on 80-120%.

The objective of these programs remains the same and is not likely to go away soon: to improve branded station appearance. As long as the need persists, it is likely companies will continue the programs, even if it means, in some cases, reducing the generosity of terms. — *Mark Emond*

• MARKETPLACE AT A GLANCE

AVERAGE GASOLINE PRICES IN THE U.S. (per gal.)

AUGUST	Gasoline (All types)	Leaded Regular	Unleaded Regular	Unleaded Premium
U.S. City Avg.	$1.004	$0.946	$0.995	$1.139
Regions:				
Northeast	1.028	0.956	0.999	1.153
North Central	1,027	0.986	1.025	1.156
South	0.997	0.927	0.985	1.132
West	0.975	0.928	0.974	1.115

Source: U.S. Dept. of Labor, Bureau of Labor Statistics.

STOCKS (Add 000 bbl.)

	10/2/87	10/3/86
Gasoline (total)	228,849	228,549
Gasoline (unleaded)*	134,810	121,091
Jet Kerosine	43,233	42,962
Distillates	128,586	150,945
Residual	45,174	43,610

**Included in gasoline total.*
Source: American Petroleum Institute.

NPN

NATIONAL PETROLEUM NEWS NOVEMBER 1987

Survey Shows Marketers Provide Generous Compensation, Benefits

When it released the results of its detailed "Marketer Benefits and Compensation Survey" late last month, the Petroleum Marketers Assn. of America was clearly gunning for what it sees as the growing number of "mandated benefits proposals circulating in Congress."

PMAA's main target is what it considers mandatory benefit legislation that is "unnecessary and quite possibly counterproductive." However, the association's rather lengthy study contains much more than anti-legislative ammunition. It also offers a rare and sometimes fascinating glimpse at the "people" side of marketer operations—particularly at the total compensation and benefit package jobbers typically provide for employees.

Among the highlights of the survey:

- Respondents reported employing an average of 68 individuals—53 full-time and 15 part-time.
- Average annual payroll of survey respondents amounted to $874,683, excluding bonuses and cash incentives.
- More than 97% of jobbers offer health insurance to employees and 84% also provide dependent coverage.
- Many marketers offer a wide array of employee benefits other than health coverage. These include paid vacation, paid sick leave, life insurance, pension plans, disability coverage and parental leave.
- Marketers spend an average of $138,652 per year on employee benefits, or $3,511 per eligible employee.
- Benefit costs represent 16.8% of the average marketers payroll.

PMAA breaks out its survey responses by company size according to the employee count, as follows: Small—1-15 employees (average 9); Medium—16-100 (average 41); Large—100 plus (average 285).

The survey shows that the largest companies employ the highest percentage of part-time workers (24%). Middle-size firms have 19% part-time employees and small jobbers only 14%. One striking figure: only 4% of the small firm employees earn minimum wages, while 16% of large marketers have minimum wage workers. PMAA offers the analysis that smaller firms are stable, family-oriented businesses, with each employee doing multiple tasks, while larger firms with multiple outlets tend to be more labor intensive with a larger proportion of lower-wage workers such as cashiers and pump attendants.

Payroll data is summarized in the adjacent tables. PMAA points out that wage and salary data does not include bonuses and other nonsalary compensation, which in the executive ranks, at least, can be a big chunk of the overall compensation package.

(Continued on Page 32)

Average Number of Employees

	Total Companies	1-15 Employees	16-100 Employees	101+ Employees
Avg. Total Employees	68.4	9.3	41.1	285.5
Full-Time	53.4 78%	8.0 86%	33.3 81%	217.4 76%
Part-Time	15.0 22%	1.3 14%	7.8 19%	68.1 24%

Employers Providing Health Insurance

	Total Companies	1-15 Employees	16-100 Employees	101+ Employees
Employee Coverage	97.1	97.4	96.0	100.0
Dependent Coverage	84.2	85.5	82.3	87.7

Health Insurance Plans

	Total Companies	1-15 Employees	16-100 Employees	101+ Employees
		Costs ($)		
Individual Deductible	$185	$208	$176	$167
Family Deductible	256	238	261	271
Monthly Premium Per Individual	93	91	84	69
Monthly Premium Per Family	164	175	162	154
		Employer Contribution (%)		
Payment for Individual Premium	88.5	92.6	86.6	81.2
Payment for Family Premium	64.7	79.8	59.3	54.9

Employers Offering Selected Benefits

Type of Benefit	Total Companies	1-15 Employees	16-100 Employees	101+ Employees
Paid Vacation	100.0%	100.0%	100.0%	100.0%
Paid Sick Leave	81.7	72.7	85.8	86.0
Life Insurance	81.5	76.9	82.3	89.5
Pension Plan	64.5	56.4	66.7	71.9
Disability	35.6	28.7	32.8	57.9
Parental Leave	68.8	62.1	70.2	85.7

Source: Petroleum Marketers Assn. of America

Compensation, Benefits Continued. . .

According to the study, marketers pay most of the employee's monthly health insurance premium costs—an average of 89% of the individual premium and 65% of the family premium. Smaller marketers, lacking access to the more beneficial rates, pay a higher portion on these premiums as well as higher rates overall.

Eligibility of benefits is determined in a variety of ways, survey respondents report, with the most common being full-time employment status and tenure with the company.

Also, PMAA points out, miscellaneous employee benefits that were not covered in the survey—profit sharing, bonuses, education refunds and paid rest periods, for example—may account for another 5% to 10% of payroll. Add to this the already mandated benefits such as FICA and unemployment compensation and marketer benefits are likely in excess of 30% and may range as high as 45% or 50%, according to PMAA.

"Despite the overall favorable response from marketers on voluntary health insurance benefits, the reaction to federally mandated health benefits was vehement," says the association. Asked to comment on the impact of requiring employers to provide health coverage to all employees working 17.5 hours per week or more, over 65% of the respondents said it would have a negative or severely negative impact on their businesses. Many marketers indicated a doubling or tripling of costs that could simply not be absorbed.

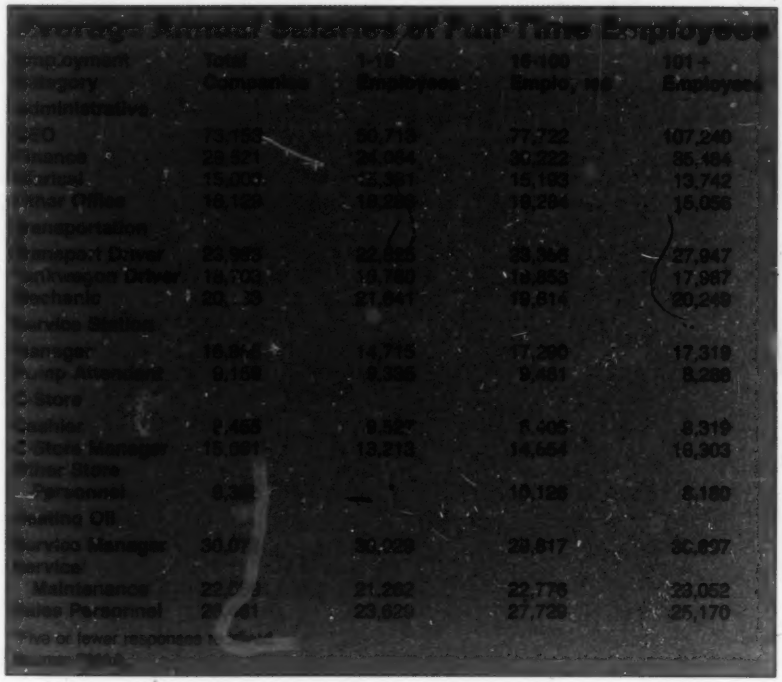
One respondent wrote: "Small outfits like ours cannot stand the cost pressures of these mandated increases." Said another: "Approximately 40 employees at $130 per month at $60,000 per year, was more than our net profit last year."

Marketers were also worried about the increased administrative costs, some calling the clerical time and paperwork involved "a nightmare."

Many respondents told PMAA that mandated health benefits would force them to change employment practices, especially at the expense of the lower-wage employees the benefits were designed to help. They foresaw reduced part-time employment, staff reductions, wage cuts and elimination of some other benefits.

PMAA's data was based on 373 useable responses from a survey mailing to 1,300 marketers nationwide.

"The results of the survey confirm. . .that petroleum marketers voluntarily offer a very generous compensation package to their employees," PMAA concluded. "Additional government intervention in marketers' private business decisions remains unwelcome and unwarranted."



Congress Cautioned Against Stage II

Congress should soundly reject proposals requiring Stage II controls, according to testimony given by the PMAA to a House subcommittee on health and the environment.

The subcommittee is considering amendments to the Clear Air Act, including mandatory Stage II controls for non-attainment areas and nationwide requirements for gasoline-alcohol blends.

Stage II is not a cost-effective method of reducing hydrocarbon emissions, as EPA and industry data demonstrates, nor can it be implemented quickly, said Eric D. Kroesche, PMAA regional vice president.

Currently, only stations in California and Washington, D.C. are required to have Stage II equipment.

Of particular concern to PMAA is a proposal by Rep. Henry Waxman (D-Calif.) that would require Stage II controls as a cost-effective interim measure until new cars are equipped with onboard canisters.

Mandatory Stage II controls could force marketers to spend from $15,000 to $20,000 per location for equipment that will become unnecessary when onboard canisters are fully in place, Kroesche said.

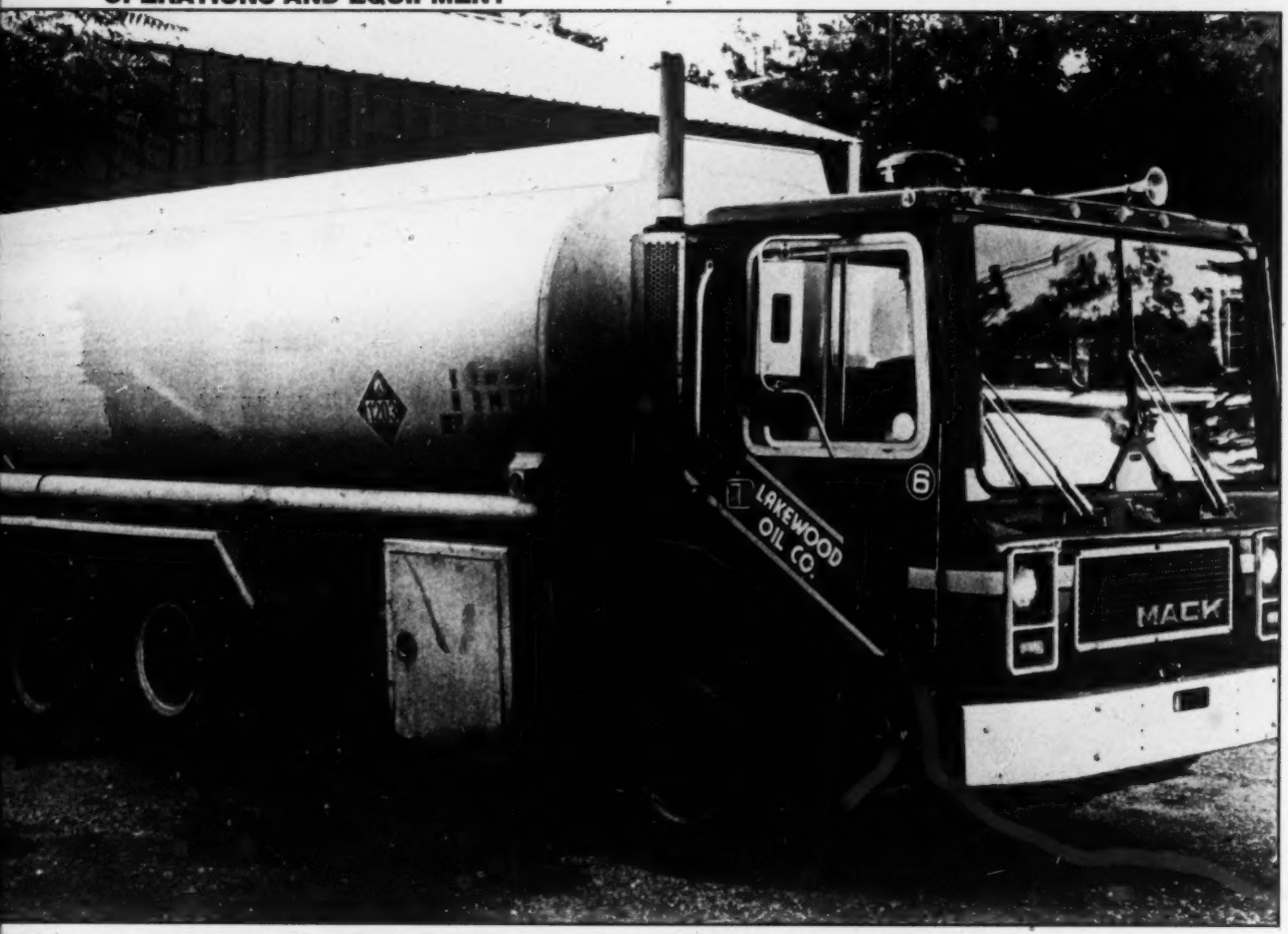
In addition, consumer acceptance of Stage II systems has been poor, with many motorists complaining that equipment is unmanageable and frequently spills gasoline on their clothing and cars, Kroesche added.

He pointed out a Greater Washington/Maryland Service Station Assn. consumer survey showed that 68% of the respondents said they would purchase fuel outside of Washington, D.C. to avoid using Stage II equipment.

Due to misuse and abuse, Kroesche stated, extensive enforcement of Stage II equipment must be maintained. PMAA questions whether state and local governments will be willing or able to shoulder the funding for such a program, he stated.

The national organization also encouraged the development of alternative fuels, provided they can be marketed through the existing distribution network and do not give refiners an unfair advantage over independent marketers, Kroesche said.

He added that consumer choice should not be dictated by the government mandating the use of certain fuels nor by giving tax subsidies which allow alternative fuels a competitive advantage over other fuels in the market.



High costs and tougher government regs are forcing some smaller marketers to consider contract hauling as an alternative to truck ownership. Others, however, have found ways to still make money operating their own vehicles.

The Economics of Truck Ownership: Can Jobbers Still Make Money?

What with skyrocketing insurance rates, tougher safety rules and vanishing supplier hauling allowances, it would seem that most jobbers would be forgiven, if not legally absolved, if they drove their transport rigs off the nearest cliff.

Amazingly, though, many jobbers continue to make money hauling petroleum products with their own trucks, despite the headaches. One big Southwestern marketer, Truman Arnold Companies, Texarkana, Texas, reportedly nets close to a half-cent per gal. on gasoline deliveries.

"Our petroleum transport operation is currently one of the most profitable in the company," says Frank Caudle, Arnold's manager of transportation. The key to a successful trucking operation, Caudle explains, is tight cost controls, regular maintenance, driver training and motivation and, perhaps most important of all, full utilization of equipment.

A recent jobber survey conducted by the Petroleum Marketers Assn. of America (PMAA) quoted many marketers as stating that they must use their trucks around the clock, six to seven days a week, to make the ownership of their own trucks economical.

On the other hand, quite a few jobbers—mostly smaller operators with one to four trucks—are reported to be selling off their transports and switching to common carriers to haul their products, or at least are planning to do so.

"The economics of trucking are forcing many small and average size jobbers to look at contract hauling as a viable alternative to owning and operating their own vehicles," says Rogers Clark, president of Sampson-Bladen Oil Co., Inc., a 30-million gal. per year marketer based in Clinton, N.C. In today's market, he says, a jobber usually needs large volumes to justify an in-house fleet.

An exception to this, Clark notes, are those smaller operators who are able to sell their products on a freight-plus basis. But, he says, "too many jobbers don't know what their transport costs really are. And, when they do break out those expenses, they can see they're looking at negative costs."

Clark, who also serves as chairman of PMAA's Transportation Task Force, says smaller marketers are moving to contract delivery because of the higher costs of equipment replacement ($80,000 to

By Donald M. Smith
Senior Editor

$100,000 per transport), maintenance, driver compensation and liability. This latter cost, he says, is "out of sight."

Ed Purcell of Service Oil Co., Laurinburg, N.C. agrees that liability insurance has become prohibitive for many jobbers. "We've seen our liabilty rates jump about 25% per year over the past several years," he says.

Purcell owns two 8,500 gal. transports but contracts out the rest of his product delivery to the 43 stations his company serves. He, too, concurs that a marketer should have large volumes to justify a self-owned fleet. "You need 10 or more transports or trailers to spread out the liability and other costs," he says.

Service Oil Co. currently receives a 2¢ a gal. freight allowance from its supplier (Exxon), but that will be phased out by January of 1988, Purcell says. "The 2¢ allowance and our costs of delivery are just about a wash," he reports.

Rogers Clark and other veteran fleet observers concede that jobber-owned trucks have value other than straight monetary considerations. Convenience and promotion are the most frequently cited benefits. The "rolling advertisement" factor, for example, appeals to many marketers. The ability to make several drops at small accounts with one load is another convenience many jobbers appreciate. "It allows a jobber to use a transport as a tankwagon," Clark says.

Sampson-Bladen, Clark's firm, has been using common carriers since 1939. Except that the carrier outfit is also one of four subsidiaries operated by Sampson-Bladen. The carrier operates 11 transports serving 120 company locations, including 12 convenience stores. The carrier also does some contract hauling for other marketers, Clark says.

Getting an Edge

Memphis, Tenn. jobber Jack Malone, Malone Oil Co., firmly believes that the economics of truck ownership dictates around-the-clock operation and professional management practice.

"The 'status symbol' or convenience factors may be important to some," he says, "but we run our fleet as a separate profit center with its own P&L, expenses, etc., all tracked by computer."

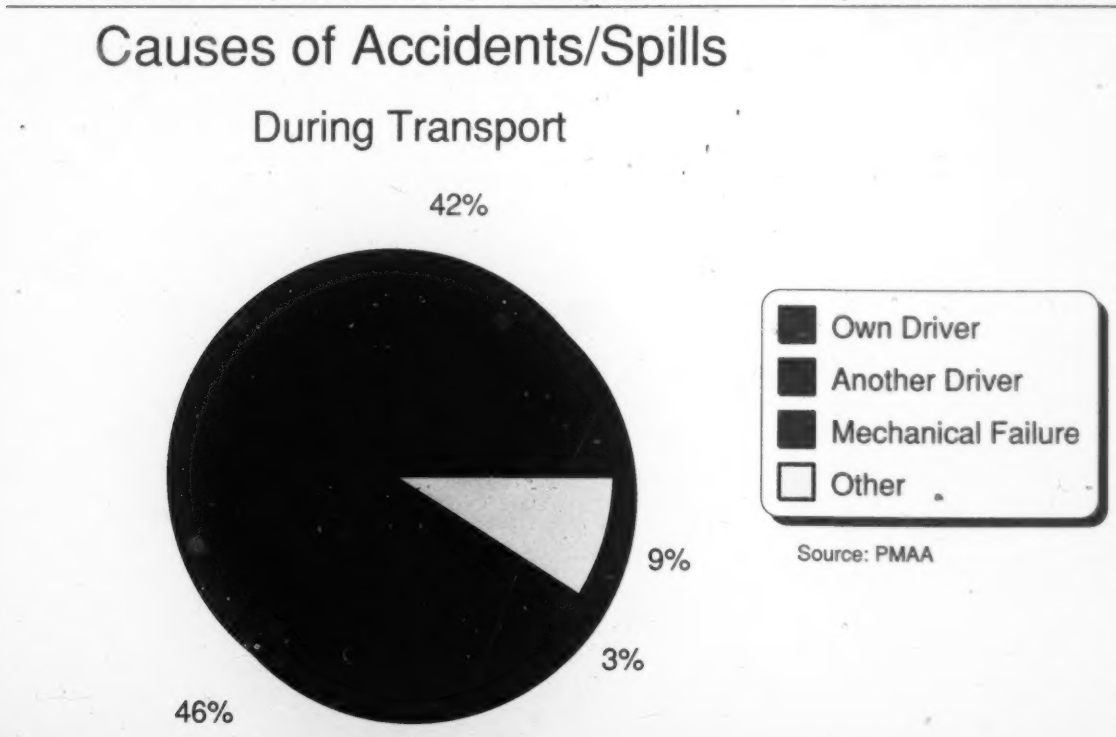
Malone operates four trailers between 8,500 and 9,200 gal. capacity, including two new lower-mileage units, to serve about 45 outlets. The company also uses a contract hauler to handle a substantial amount of bid business it has done.

"Owning our own trucks also gives us a big edge in taking advantage of price movements," this veteran marketer explains. "Let's say there's a price increase of a penny or two per gallon scheduled to take effect at midnight and we get the report at 5:00 p.m. Our drivers can jump right on it, get out to the loading rack, start making short load deliveries in town or store it in our bulk plant as necessary.

"At times, our four trucks have picked up as many as 12 loads before an upward price move," Malone says. "At 1¢ gal., that's a pretty big savings."

Getting qualified drivers is a top priority for Malone. "It's not easy, today," he says. "But we've learned to be more efficient and make our drivers more productive by paying them by the load, rather than straight salary. This gives them the incentive to move more product and discourages time-wasting habits—

As a result of its recent study, PMAA contested government allegations that gasoline truck accident rates were dangerously high, pointing out that in 1985, there was only one accident or spill per 48,000 trips. PMAA's data of accident/spill causes is shown below.



One ownership advantage; getting the jump on price moves

gabbing too long with a customer, for example."

Malone's trucks run an average of 12 to 14 hours per day. He prefers to schedule off-hour operation to avoid rush-hour traffic and jam-ups at the stations his trucks serve.

Rolling Profit Centers

Truman Arnold and his transportation chief, Frank Caudle, prefer ownership to leasing or contract hauling because (1) it's highly profitable, and (2) it gives them better control of their fleet operation.

Currently, the company has 12 transports in the 9,000 gal. capacity range, plus two tankwagons. All are company owned except for one leased truck. "Our controller tells us leasing is as good as buying," Caudle comments.

In total, Arnold owns about 100 vehicles, including box trucks, vans, pick-ups, etc., for such tasks as road service and delivery to the company's Roadrunner C-store network.

Caudle, who is somewhat of a celebrity in fleet circles because of his (and his boss's) willingness to share detailed operating data with other marketers, says that with the drying up of hauling allowances some time back, the company established its own freight rate based on the lowest common carrier rate in effect on May 1, 1985.

Based on this rate, Arnold charges 1.03¢ a gal. freight on gasoline and 1.08¢ on diesel in the 20-mile range. At 60 miles, which is about average according to Caudle, the rate goes to 1.52¢ a gal. for gasoline and 1.75¢ for diesel.

"The trucks have been making money, no question about it," he says. "We've had an average net return over cost of 25% to 27%. Last year, the average net profit was 28.4%; this year it's been running at 26.2%. On gasoline, we're making about 1/2¢ a gal. margin."

One fairly typical transport, Caudle reports, covered 15,000 miles in a recent month, grossed $21,000, cost $14,700 to operate, including $6,000 in driver salaries and $3,000 in fuel, leaving a profit of about $6,300.

"We figure we need at least $15,000 a month from a truck to make money," Caudle says. "We've been averaging between $17,000 and $21,000.

"To keep our fleet profitable, we expect a truck to haul at least 1-million gal. of product per month," he says. "This puts a premium on driver motivation, maintenance, reduced downtime and, obviously, the ability to keep the equipment fully utilized, rolling around the clock." The trucks operate about 18-20 hours a day.

A full-service maintenance facility in Texarkana, including a paint shop, keeps Arnold's vehicles in tip top shape. In distant markets such as Denver, service work is farmed out. Drivers, too, are expected to take a paternal interest in the condition of their trucks and even perform light maintenance tasks.

To keep motivation at a high level, Caudle reports that drivers are paid the equivalent of 28% of the revenue produced by a truck, plus an "attitude" bonus at the end of the year. "We go for the best people," he says.

Arnold budgets for transport replacements about every four years, a more frequent replacement schedule than is typical for the industry. "However, we run our equipment an average of close to 200,000 miles per year," Caudle says. "And when you get up into 750,000-800,000 mile range on a transport, you run the risk of a lot of wear and tear and expensive downtime."

The company usually gets between $10,000 and $12,000 on a trade-in, perhaps a little below the book value on a four-year old vehicle, but pretty good, Caudle figures, for a truck that is pushing towards a million miles of road service.

Like many marketers, Arnold shops for lighter and more efficient trucks and trailers, but not at the sacrifice of capacity or performance.

Jobber Truck Profile

Several months ago, PMAA conducted what it called its "most extensive transportation survey" of its jobber membership, mainly in response to the proliferation of new Department of Transportation and Congressional truck regulatory and safety proposals.

Survey Sheds Light On Fleet Operations

By a wide margin, oil marketers still haul petroleum products in their own vehicles, indicating that company-owned and/or leased trucks continue to be the dominant chararistic of petroleum transportation operations.

According to a new study conducted by the publishers of National Petroleum News, slightly more than three quarters (75.1%) of all product trucked by marketers in the past year was in their own equipment. A shade under one quarter (24.9%) of the gallonage was hauled by common carrier.

The NPN study shows that hauling by in-house equipment is most prevalent in Sunbelt states, with 83.4% of product in the South and 81.9% in the West delivered in marketer owned or leased equipment. The greatest percentage of contract hauling (28.1%) is done in the Midwest.

Other key data from the survey breaks out the average number and types of equipment operated by marketers and the number of those trucks which are either owned or leased.

The study reveals that the average marketer owns 5.1 tank trucks, 3.4 tractors, 3.7 tank trailers, 1.8 box trailers, 1.6 box trucks, and 3.9 pick-ups/vans. The average marketer also leases 1.9 tank trucks, 2.9 tractors, 2 tank trailers, 4 box trailers, 1 box truck and 2.7 pick-ups/vans.

Marketers expect a lot of life out of their equipment. The average truck replacement schedule, according to the NPN survey, is 9 years and 221.000 miles for tank trucks, 6.6 years and 620,000 miles for tractors, 10.8 years for trailers, 12.2 years for box trailers, 7.6 years for platform trucks and 5.2 years for pick-ups and vans. However, it should be noted that over half of the respondents had no established vehicle replacement schedule for their fleets.

Almost two thirds of the respondents (65.4%) employ full-time service mechanics at their locations.

Note: Based on the number of responses—173 petroleum fleet operators—to the NPN truck survey, there is a margin of error of plus or minus 7.4 percentage points at the 95 degree level of confidence. This is to say, if an identical survey were conducted to the same universe there is a 95% chance that the answers received would range from 7.4 less to 7.4 more percentage points than those received in this survey.

Full utilization of marketer-owned vehicles, sometimes around the clock, is required to keep a fleet operating profitably.

The survey showed that the average marketer:

- Owns 6.3 petroleum transport trucks, with an average age per truck of 6.7 years;
- Spends $49,905 per year on fleet maintenance, or an average of $7,707 per vehicle;
- Employs seven drivers, six full-time and one part-time, averaging 39 years of age;
- Has a rigorous driver safety training program.

The PMAA study revealed that most marketers still own and operate their own trucks, with only 15% relying exclusive on common carriers. Twelve percent also operate as common carries to supplement company income and improve operating efficiency.

According to the survey, independepent marketers as a group owned 30,850 tankwagons (average 23,3ll gal. loads per truck) and 14,278 transports (average 8,610 gal. carried). The typical transport makes 3.6 trips per day and travels a total of 109 miles per trip. Tankwagons average 4.5 trips for a total of 36 miles per trip.

As for vehicle maintenance, 14% of the marketers told PMAA they performed all truck maintenance in-house, while 36% performed some repairs with their own mechanics and 81% said they reported using outside service to perform some repairs. NEW

PMAA survey data shows that the vast majority of marketers have safety-related driver training policies in place, with emphasis on truck safety equipment and hazardous materials handling.